

**Rhode Island State Planning Council**  
**APPROVED Minutes of Thursday, January 10, 2014 Meeting**  
William E. Powers Building  
Conference Room A  
One Capitol Hill, Providence, RI

**I. ATTENDANCE**

**1. Members Present**

Mr. Richard Licht, Chair	Director, RI Department of Administration
Ms. Kelly Mahoney, Vice Chair	Policy Director, Office of the Governor
Mr. Kevin Flynn, Secretary	Associate Director, Division of Planning
Ms. Jeanne Boyle	President's Designee, RILOCAT
Ms. Sharon Conard-Wells	West Elmwood Housing Development Corporation
Mr. Roy Coulombe	Public Member
Mr. Richard Godfrey	Executive Director, Rhode Island Housing
Ms. Marion Gold	Executive Director, RI Office of Energy Resources
Mr. Michael Lewis	Director, RIDOT
Mr. Scott Millar	Representing Ms. Janet Coit, Director, RIDEM
Mr. L. Vincent Murray	RI LOCAT, Government Official Representative
Mr. Peder Schaefer	Representing Mr. Dan Beardsley, RILOCT, Executive Director
Mr. Sam Shamoon	Governor's Designee
Mr. Mark Therrien	Representing Mr. Raymond Studley, RIPTA
Dr. Robert Vanderslice	Representing Dr. Fine, RI Department of Health
Mr. Marcel Valois	Executive Director, Rhode Island Commerce Corporation
Ms. Janet White-Raymond	Public Member
Mr. Scott Wolf	Environmental Advocate

**2. Members Absent**

Mr. Stephen Cardi	Cardi Corporation
Ms. Jeanne Cola	Chair, RI Housing Resources Commission
Mr. Ruben Flores-Marzan	Providence Department of Planning & Development
Mr. Thomas Mullaney	RI Department of Administration, Budget Office
Ms. Anna Prager	Public Member
Mr. John Trevor	Environmental Advocate

### **3. Guests**

Ms. Barbara Breslin	Federal Highway Administration
Mr. Peter Dennehy	Deputy Chief Legal Services
Ms. Linda George	RI Senate Policy Office
Ms. Sarah Kite	RI Resource Recovery Corporation
Mr. Carlos Machado	Federal Highway Administration
Mr. Mike McGonagle	RI Resource Recovery Corporation
Mr. Michael O'Connell	RI Resource Recovery Corporation
Mr. Robert Shawver	RI Department of Transportation
Mr. Michael Walker	Rhode Island Commerce Corporation

### **4. Staff – Division of Planning**

Ms. Linsey Callaghan	Supervising Planner, Statewide Planning Program
Mr. Vincent Flood	Supervising Planner, Statewide Planning Program
Mr. Paul Gonsalves	Senior Planner, Statewide Planning Program
Ms. Nancy Hess	Supervising Planner, Statewide Planning Program
Mr. Kevin Nelson	Supervising Planner, Statewide Planning Program
Mr. Jared Rhodes	Chief, Statewide Planning Program
Ms. Karen Scott	Assistant Chief, Statewide Planning Program
Ms. Dawn Vittorioso	Executive Assistant, Division of Planning

## **II. AGENDA ITEMS**

### **1. Call to Order**

Chairman Licht called the meeting to order on January 9, 2014 at 9:02 a.m.

### **2. Approval of the December 12, 2013 Meeting Minutes – *for vote***

Mr. Licht asked for a motion to approve the meeting minutes of December 12, 2013. Ms. Gold moved to approve the minutes of December 12, 2013 as submitted. The motion was seconded by Mr. Murray. Mr. Licht asked if anyone had any further comments or discussions. Mr. Valois referred to the comment made by Mr. Godfrey on page five of the meeting minutes, "RIEDC has policies in place to exclude resources from going into neighborhood businesses" and indicated that this policy did not exist. He then asked Mr. Licht if he could discuss RI Commerce Corporation's policies at a future State Planning Council meeting. In response, Mr. Licht asked Mr. Rhodes to work with Mr. Valois to schedule RI Commerce Corporation as a discussion item in a future meeting. Mr. Rhodes indicated that he would do so. There were no further discussions and the motion passed unanimously.

### **3. Public Comment on Agenda Items**

There were none.

#### 4. **RIDOT Transportation Funding Update** – *for discussion*

Mr. Licht explained that the next two agenda items would be presented out of order to accommodate Council members with conflicting meeting schedules. He then introduced Mr. Lewis who provided a brief overview and introduced Mr. Shawver who delivered an informational PowerPoint presentation (attachment 1). The Council engaged in the following discussions throughout the presentation:

Mr. Shawver summarized the following content:

- Rhode Island receives \$2.96 in federal highway funding for every \$1.00 paid by Rhode Islanders.
- Annual state allocation from Federal Highway Trust Fund established by federal law:
  - MAP-21 (Moving Ahead for Progress in the 21<sup>st</sup> Century) enacted July 6, 2012, effective through September 30, 2014 (two years);
  - Maintains funding at same level as FY2010;
  - Rhode Island receives approximately .5% of National Highway Program;
  - Long-term reauthorization efforts are hindered by lack of compromise and funding shortage in the Highway Trust Fund.
- Obligation Limitation
  - There is a limit (obligation limitation) to the amount of federal funds that can be assigned to projects each year;
  - All obligation limitation must be used each year or it is lost.

Mr. Licht questioned if existing contracts have provisions to allow the state to terminate commitments if federal funding does not materialize. Mr. Lewis said no, the state would be liable and bound to the contract either way.

Mr. Shawver explained that RIDOT will need \$151 million in federal funds over the next two years to pay for ongoing construction projects and the Grant Anticipation Revenue Vehicles (GARVEE) Debt Service. He pointed out that in 2014 RIDOT will receive federal funding in the amount of \$200 million and noted that the Highway Trust Fund is not a guarantee for 2015 federal funding. Therefore, the remaining \$50 million in funding that is received in 2014 will be needed for department operations over the next two years.

Mr. Licht asked if the state is legally obligated to pay the 2015 GARVEE Bond payments if federal funding does not emerge. Mr. Shawver said yes.

Mr. Wolf asked for clarification on the current obligations, expected income and remaining funds. In response, Mr. Lewis explained that over the past six years, the federal trust fund received an average of \$40 billion per year and transit receives an average of \$11.8 billion per year. The Central Budget Office projected and reported that nationally, the federal trust fund will receive an average of \$5 billion in 2015. However, he noted that projections indicate that the funds will rebound in 2016 but they will be less than the historical averages.

Mr. Wolf questioned the likelihood of the highway trust fund not being replenished. Mr. Lewis indicated that there are two issues; first, there is the expiration of MAP-21 in September 2014. This bill authorizes the federal government to spend money. Historically, Congress has passed continuing resolutions to allow the authorization of funds. Second, is that the Highway Trust Fund will run out of money. So even though Congress may authorize the money to go to the states, there isn't any actual money to send. Mr. Licht

suggested RIDOT prepare for the worst. Mr. Lewis said that timing is also an issue and added that this cataclysmic issue is not just for Rhode Island, it's a nation-wide issue.

Mr. Godfrey asked if the GARVEE Bonds can be refinanced. Mr. Shawver explained that there are a series of Bonds that are issued with specific maturities that can be refinanced but the issue is who would buy one if there is no highway bill, and therefore no federal highway funding.

Mr. Schaefer asked how the Governor plans to address this as part of the budget. Mr. Licht said that the budget will be released in the near future; therefore, we will need to wait and see.

Mr. Godfrey pointed out that other areas that rely on government funding are also effected by the federal reductions; namely, sewer, waste water, water supply and housing.

There being no further questions or comments, Mr. Licht thanked Mr. Shawver for his presentation and moved to agenda item five.

##### **5. Rhode Island Solid Waste Management Plan Update – *for discussion***

Mr. Licht introduced Mr. O'Connell, Executive Director of the RI Resource Recovery Corporation, who delivered an informational PowerPoint presentation (attachment 2). Having concluded the formal presentation, the Council engaged in the following discussion:

Mr. Licht took a moment to emphasize that municipal tipping fees are currently subsidized and the fixed costs will always remain; however, these financial concerns will need to be taken into account moving forward.

Mr. Godfrey referred to the goals section within the Plan and noted that it does not specify the direct financial impacts on consumers, residences and commercial property owners and therefore, asked Mr. O'Connell what the financial goals were. In response, Mr. O'Connell said the financial goals are to be a cost-effective disposal recycling service while providing a safe and environmentally compliant service for Rhode Island tax payers. Mr. Rhodes added that draft sections one and two of the Plan, which was included in the Council packets, will be revisited once the final strategies of the Plan are in place.

Mr. Godfrey said that the commercial rate payers fees will also need to be taken into consideration and the focus of the Plan going forward should be the impact to businesses and residents as a result of the decisions made. Mr. O'Connell said that commercial entities have the option of taking their trash to out-of-state entities to get the best economic value. Mr. Godfrey said that RI should prohibit trash from going out-of-state to increase revenue and encourage composting, recycling or other technologies. Mr. Schaefer said that the Rhode Island League of Cities and Towns (RILOCAT) will become defensive if there is a cost increase. Mr. Licht agreed and said that subsidization for cities and towns in this instance is a positive. He noted that if RI closed the landfill, then RI would be imposing a burden on the cities and towns; today, the cost is higher than what the cities and towns are paying. Mr. Licht reminded the Council that the tipping fees are set by the General Assembly and therefore, RI Resource Recovery Corporation (RIRRC) cannot solely decide to increase costs. Mr. O'Connell pointed out that RIRRC fees have not been increased in twenty-five years. Mr. Coulombe asked why a trash hauler wouldn't build their own facility if we have land available for them. Mr. O'Connell said that it was cost prohibitive. Mr. Licht added that RI has a statute that prohibits RIRRC from incinerating and until technology proves that it is safe for the environment, it will remain prohibited.

Ms. Boyle referred to page 16 in the Plan and asked why the use of C&D fines has been prohibited. Mr. O'Connell explained that in the fall of 2011, there was a major odor issue and it was determined that the use of C&D grindings for covering would be banned due to the high hydrogen sulfide content.

Dr. Vanderslice referred to the RI Solid Waste Strategic Options, which was enclosed as part of the Council meeting packets and stated that option two, "Invest in New Programs and Policies to reduce waste" appears to be moving ahead. He then asked if the Landfill closing projections were official. Mr. O'Connell said yes and further noted that even though funding may be an issue, RIRRC will continue to move ahead so that if a solution arises, it can be acted upon.

Ms. Hess took a moment to point out and encourage the council to take the open public survey on how RI should handle trash. She said a link to the survey can be found on the Planning webpage and that the survey would be available until January 31, 2014.

There being no questions or comments, Mr. Licht thanked Mr. O'Connell for his presentation and moved to the next item on the agenda.

**6. Draft State Planning Council Rules of Procedure – *for vote***

Next, Mr. Licht introduced Mr. Nelson who recapped the steps taken thus far culminating in the public hearing report previously distributed to the Council. As a result of the comments received, edits were made to the draft, which were also included in the Council packets. Mr. Nelson asked if anyone had any questions or comments. There being none, Mr. Licht asked for a motion to adopt the Rules and Standards of the State Planning Council and the Statewide Planning Program Procedures and Guidelines. Mr. Godfrey motioned to approve and Ms. Boyle seconded the motion. There was no further discussion and the motion passed unanimously.

**7. 2014 RIGIS Executive Committee Appointments – *for vote***

Mr. Rhodes referred to the agenda supplement and said that four individuals were proposed for addition to the Rhode Island Geographic Information System (RIGIS) Executive Committee. He noted that the membership does not carry specific terms and that shifting organizational interest and staffing changes present the opportunity to formally update the membership. He asked if anyone had any questions or comments. There being none, Mr. Licht asked for a motion to approve the 2014 appointments as contained on the agenda supplement. Ms. Gold moved to approve and Ms. Boyle seconded the motion. There was no further discussion and the motion passed unanimously.

**8. Associate Director's Report – *for discussion***

Mr. Flynn addressed the following items under the Associate Director's report:

- Growth Center workshops;
- Commerce RI Intersection event on June 23, 2014;
- Rhode Map Consortium meeting;
- State of the State filming featuring Kevin Flynn & Jared Rhodes;
- Dan York Show with Jared Rhodes & Jeff Davis;
- OWTS & Wetlands Taskforce;
- Subdivision & Zoning Task Force;
- Housing Oversight Commission;
- CDBG Disaster Recovery application update;

**9. Other Business – *for discussion***

Mr. Schaefer referred to the Draft State Planning Council Rules of Procedure and asked why airport improvements were deleted from the listing of required content of the State's Transportation Improvement Plan (TIP). Mr. Flynn indicated that it was due to the fact that RIAC already maintains a stand-alone Capital Improvement Plan and that including the content in the TIP would be redundant. Mr. Licht also pointed out that RIAC does not rely on FHWA funding which is where the TIP requirement originally stems from.

**10. Adjourn**

Mr. Licht asked for a motion to adjourn. Council member Gold motioned to adjourn. The motion was seconded by Council member Boyle and approved unanimously. The meeting adjourned at 10:35 a.m.

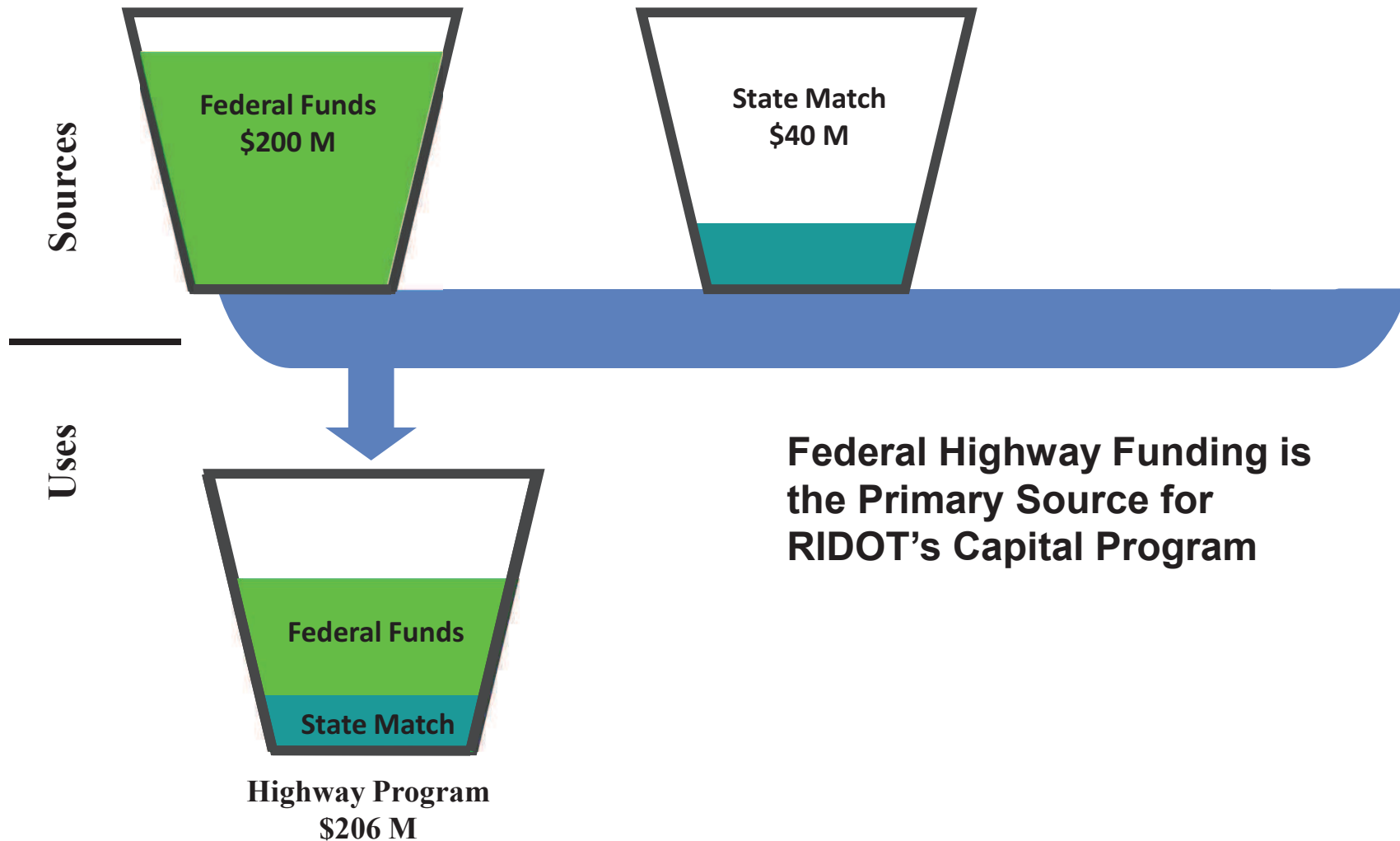
Respectfully Submitted,



Kevin Flynn  
Secretary

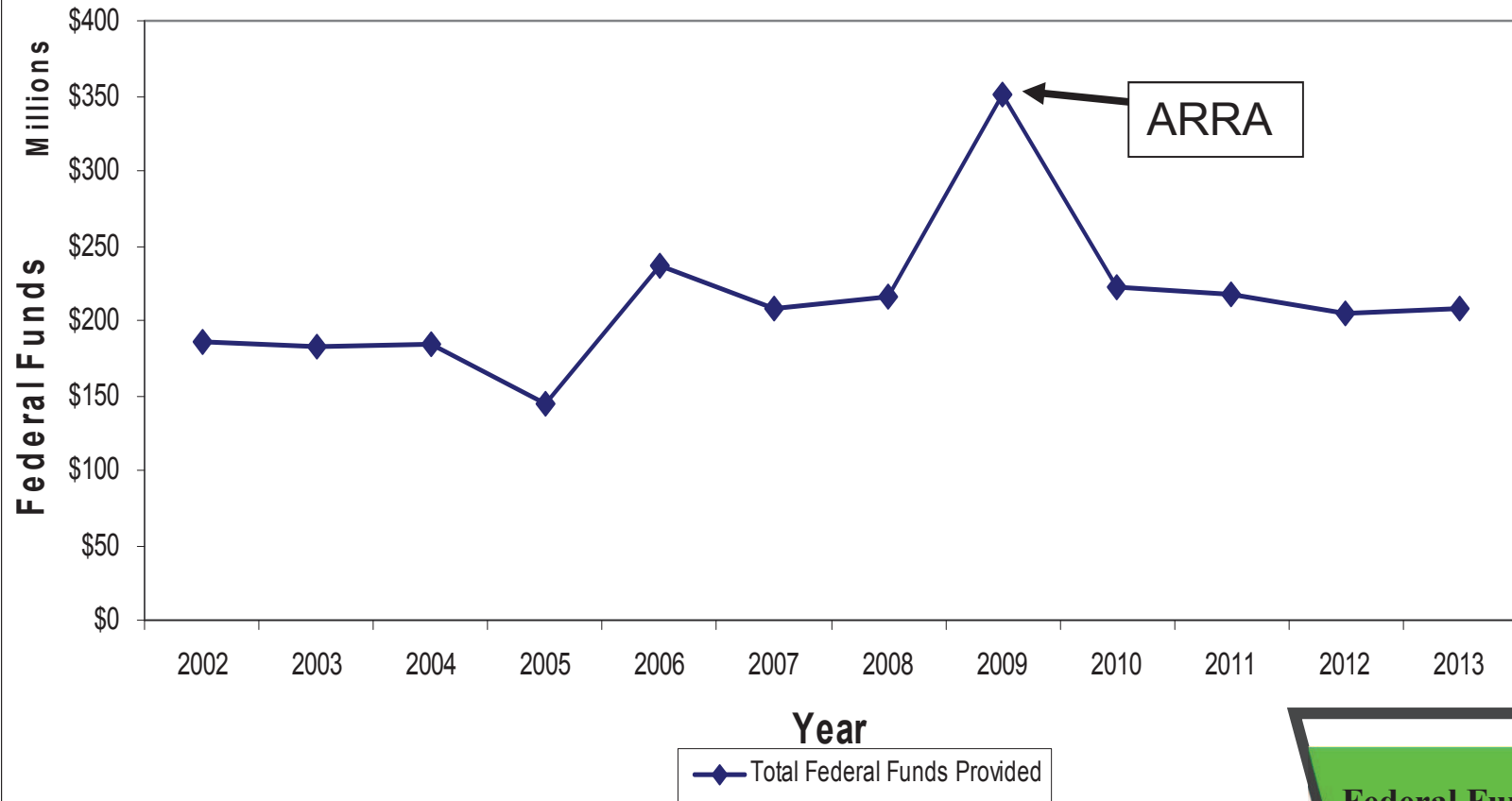
# ATTACHMENT 1

# RIDOT Highway and Bridge Program Funding Sources and Uses



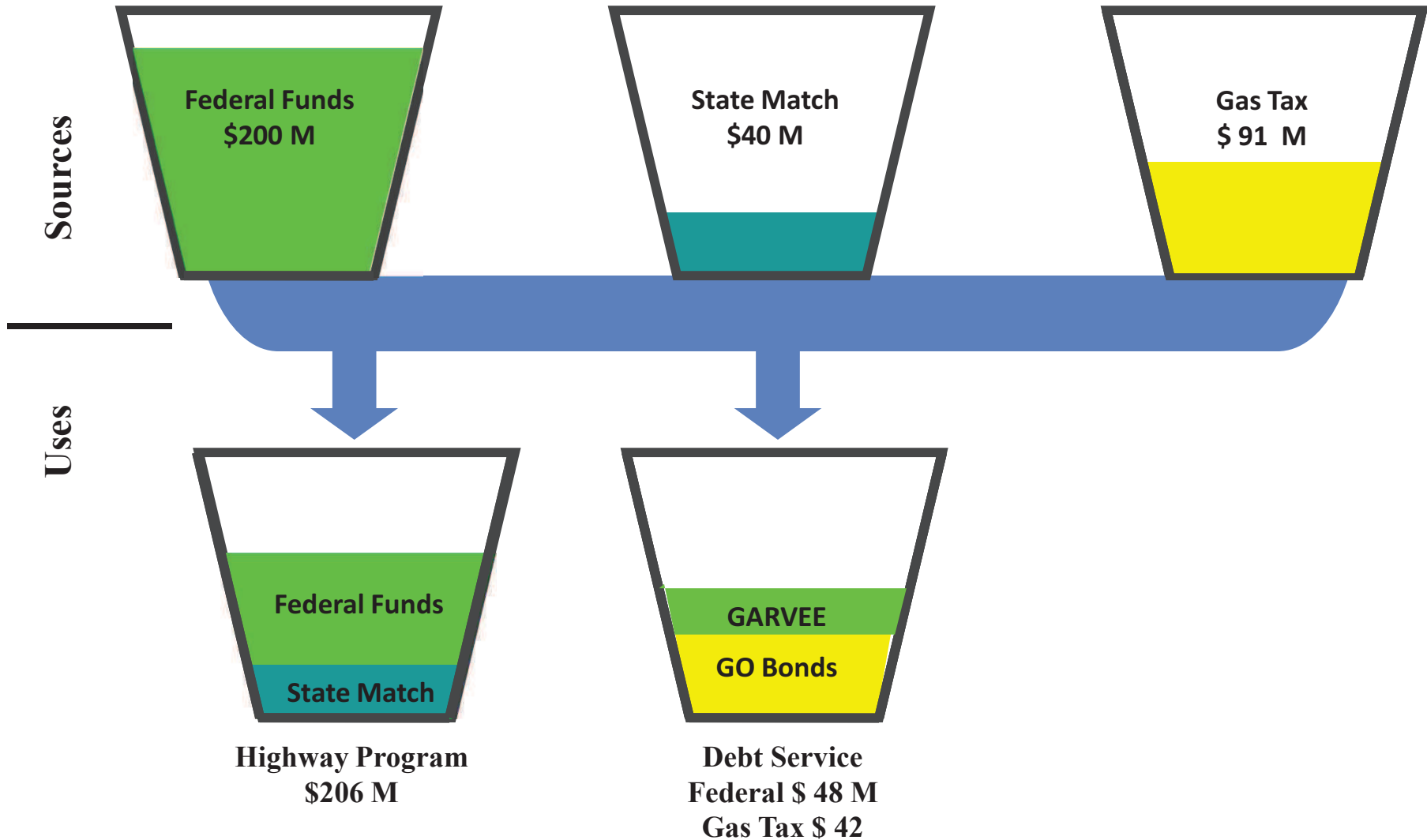


## Federal Highway Funding Provided to Rhode Island Has Been a Reliable Source of Funding



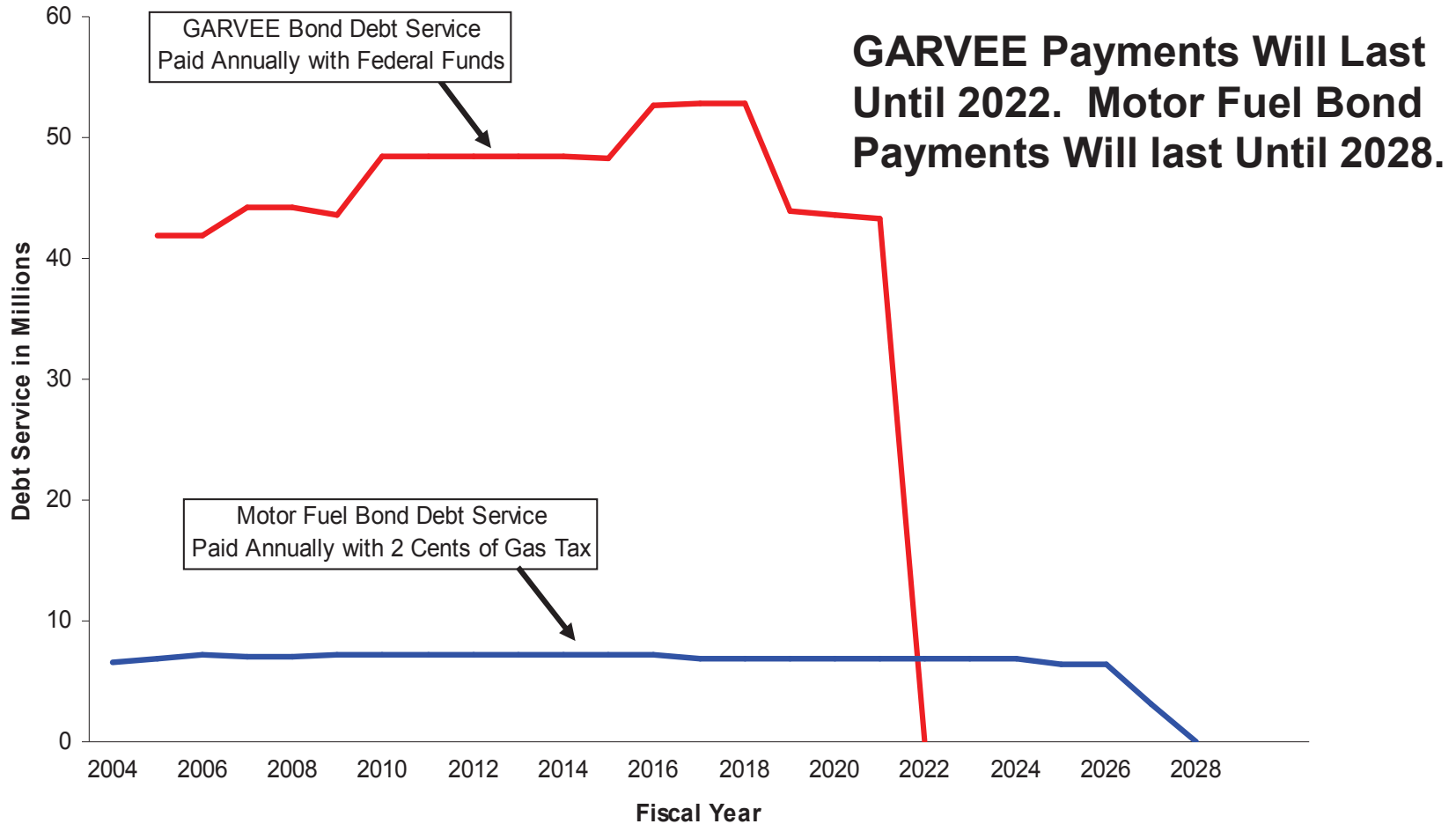
**Federal Funds  
\$200 M**

## Federal Funds Must be Used Annually to Pay GARVEE Debt Service



# GARVEE Program Debt Service Commitments

**GARVEE Program Advanced:  
IWAY, Relocated 403, Sakonnet River Bridge, Washington Bridge, FRIP**



# Federal Highway Funding

- **Funding Comes From the Highway Trust Fund**
  - Taxes on highway fuel
    - 18.4 cents per gallon for gasoline/gasohol, and
    - 24.4 cents for special fuel (primarily diesel)
  - Other taxes, tires, heavy vehicle use tax, truck/trailer sales taxes
- **Funding distributed to the States**
  - Primarily based on formulas provided in Federal legislation currently MAP21
  - Some funding distributed in discretionary programs like TIGER, or Bridge Discretionary



# Rhode Island and MAP-21

- Rhode Island receives about \$2.96 in federal highway funding for every \$1.00 paid by Rhode Islanders
- Annual state allocation from Federal Highway Trust Fund established by federal law
  - MAP-21 (Moving Ahead for Progress in the 21<sup>st</sup> Century) enacted July 6, 2012, effective through September 30, 2014 (two years).
  - Maintains funding at same level as FY2010.
  - Rhode Island receives approximately .5% of National Highway Program.
  - Long-term reauthorization efforts are hindered by lack of compromise and funding shortage in the Highway Trust Fund
- Obligation Limitation
  - There is a limit (obligation limitation) to the amount of federal funds that can be assigned to projects each year
  - All obligation limitation must be used each year or it is lost



# Activities Funded by the Federal Program

## Gas Tax

- Highway Operations & Maintenance
  - Highway Lighting Electricity
  - Highway Lighting Repair
  - Pothole Repair
  - Bridge Joint Repair
  - Sweeping
  - Litter Pickup
  - Traffic Signal Repair
  - Catch Basin Cleaning & Repair
  - Facility Maintenance
  - Sign Replacement
  - Graffiti Removal
  - Right of Way Control – Physical Alteration Permits
  - Maintenance Fleet Purchase and Repair
- Property Management
- Snow Removal
- Administration
- Emergency Response

Residual  
Gas Tax

## Federal Highway Program

- Capital Improvements: Including Planning, Design, Right of Way Acquisition, & Construction for
  - Emergency Repairs to Roads and Bridges
  - Bridge Replacement & Rehabilitation
  - Pavement Resurfacing, Rehabilitation and Reconstruction
  - Traffic Safety Improvements
  - Federal Programs
    - CMAQ
    - Safe Routes to School
- Preventative Maintenance
  - Bridge Washing
  - Crack Sealing
  - Line Striping
  - Guardrail Replacement

Federal Funds  
State Match

# Salary Charges

## Employee Classes

- **Direct Employees** – Charge to Federal Projects
- **Capital Indirect** – Salary and Fringe Benefits Get Spread to All Capital Projects for Federal Reimbursement
- **Departmental Indirect** – Salary and Fringe Benefits Get Divided Between Gas Tax and Capital Projects
- **Maintenance Employees** - Ineligible for Federal Reimbursement. Paid by Gas Tax

## Federal Funds Required for GARVEE and Ongoing Projects 2014-2015

- As a general rule, federal funding is assigned to a project to cover the full project cost at the start of a project
- For major projects over \$10 M such as the Providence Viaduct and I-95 Bridge 550, RIDOT will assign the federal funding on an annual cash flow basis
  - This practice frees up federal funds for other projects
  - Future year federal funds must be utilized to pay contractors in subsequent years
  - The future funds needed for a project is known as “advanced construction”
- RIDOT also funds smaller multi-year projects in a similar fashion staying within a \$25 M limit for advanced construction
- Currently, RIDOT has about \$54 M in advanced construction for which federal funds must be utilized in 2014 and 2015
- GARVEE Debt Service will require use of \$97 M in federal funds during 2014 and 2015

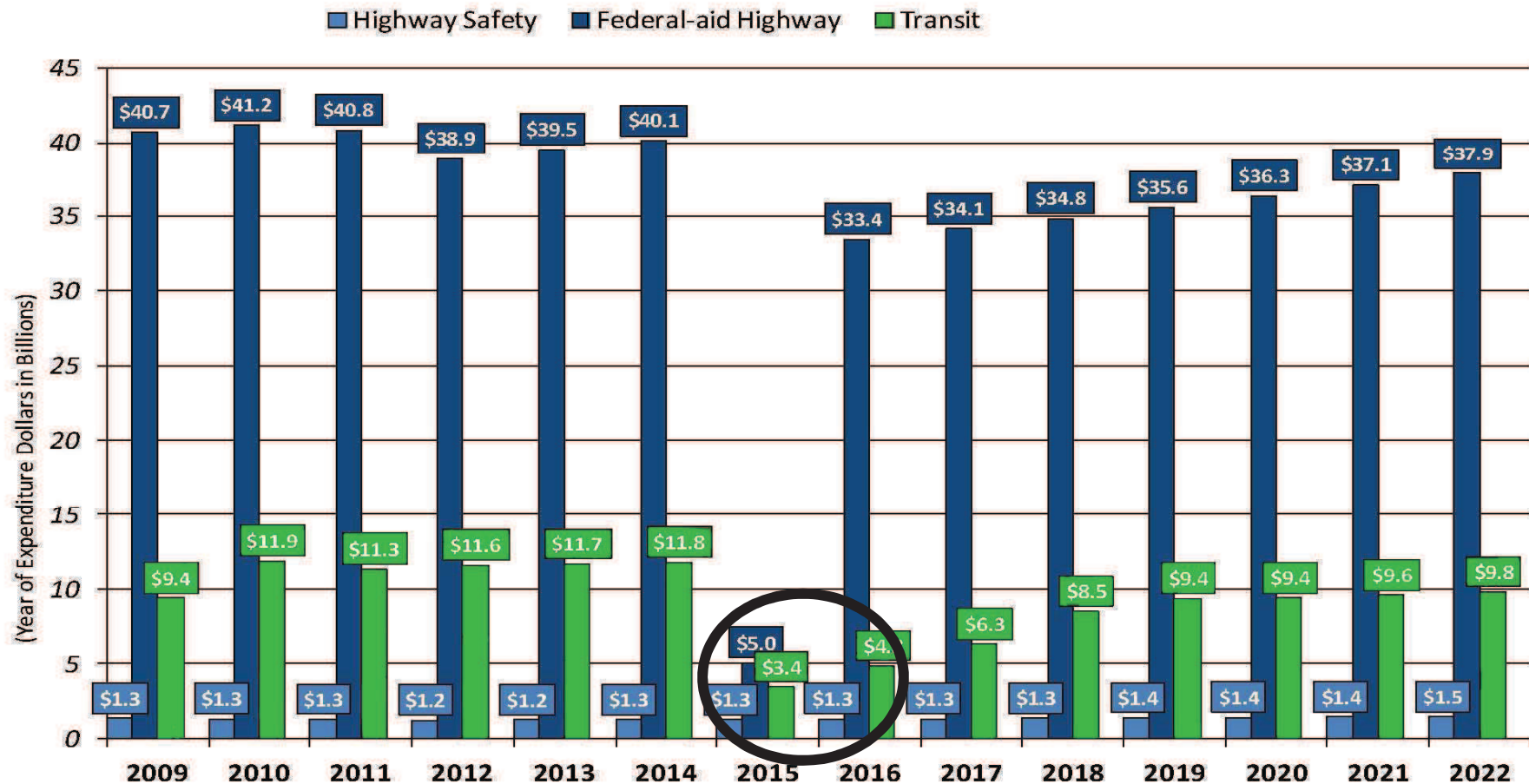
	Federal Funds Needed 2014	Federal Funds Needed 2015	Two Year Total
<b>Ongoing Construction Projects</b>	\$30,108,301	\$23,749,702	\$53,858,003
<b>GARVEE Debt Service</b>	\$48,386,995	\$48,356,008	\$96,743,003



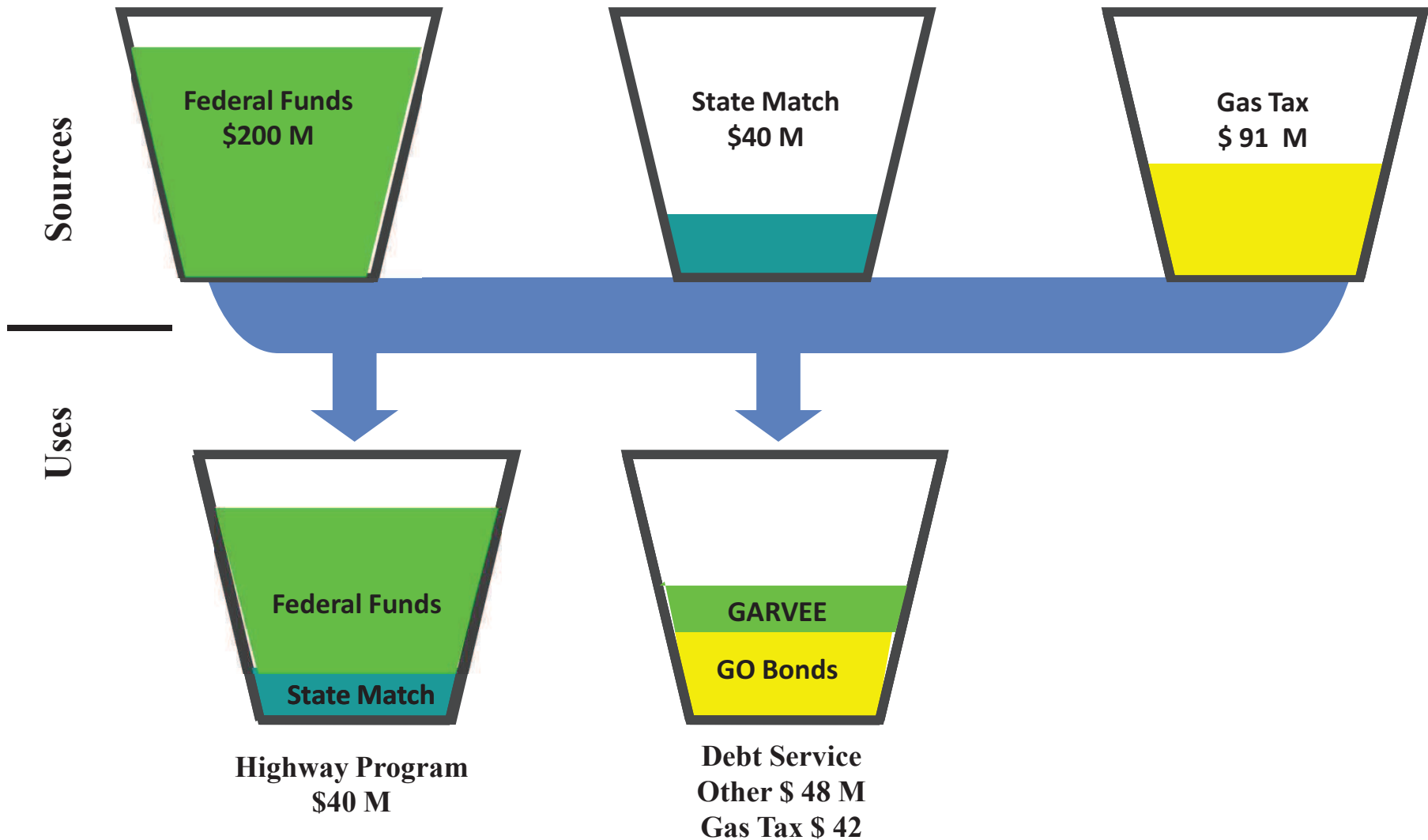
# A Trust Fund Problem in 2015

## Federal Highway and Transit Obligations Through 2022

Assumes a minimum balance of \$2 billion for the Highway Account and \$.25 billion for the Mass Transit Account



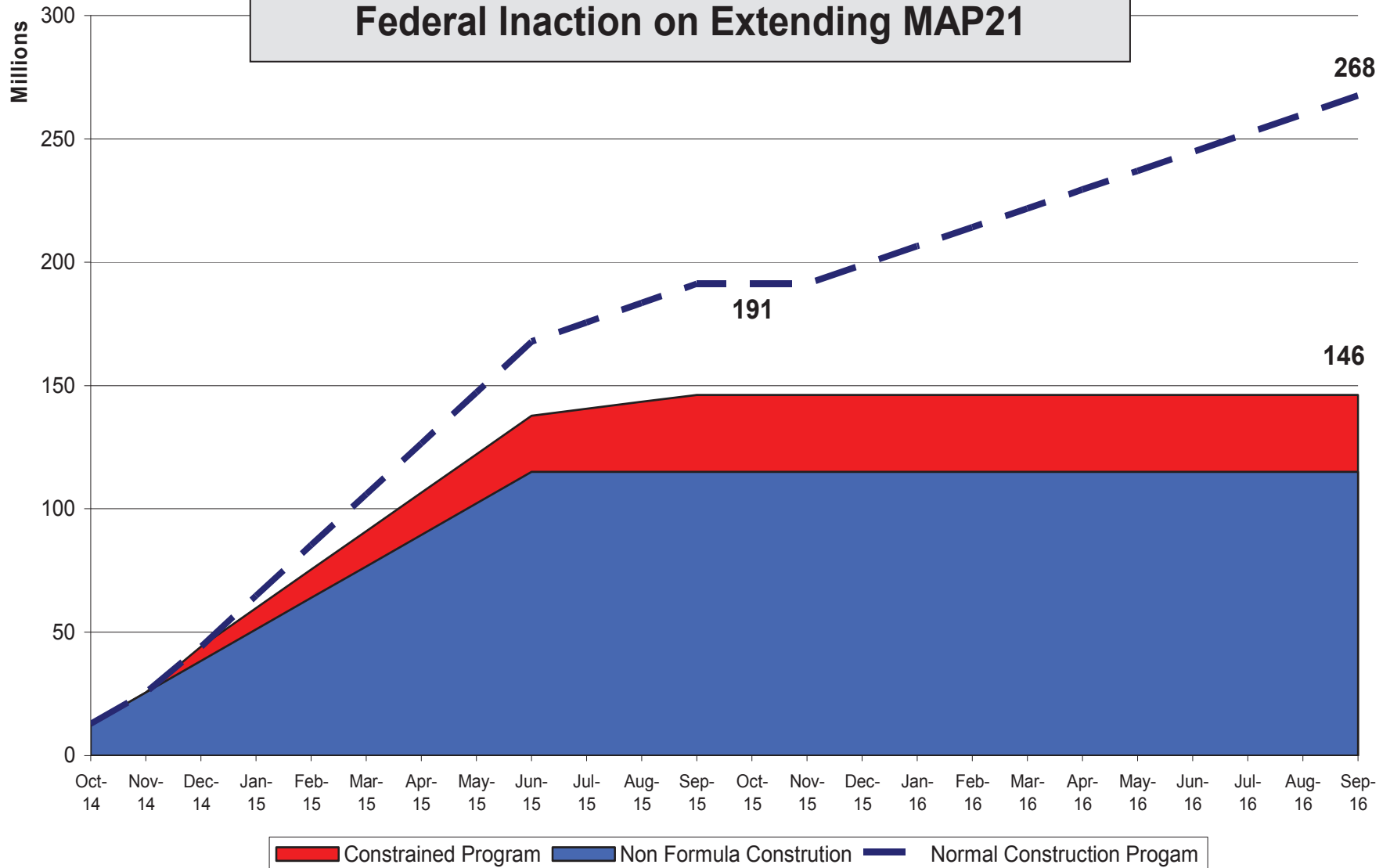
## What Happens in the Unlikely Event that there are No New Federal Funds In 2015?



**Estimate of Federal Funds Typically Needed for All Programs  
FFY 2014 and 2015**

	Federal Funds Needed 2014	Federal Funds Needed 2015	Two Year Total
Ongoing Construction Projects	\$30,108,301	\$23,749,702	\$53,858,003
GARVEE Debt Service	\$48,386,995	\$48,356,008	\$96,743,003

## Highway Improvement Program Impact of Federal Inaction on Extending MAP21



## **Potential Actions to Address Potential Federal Funding Loss in 2015**

### **Goals**

- Take actions appropriate to the risk involved
- Pay all outstanding commitments in 2014 and 2015 – GARVEE and Construction Contracts
- Maintain a fully staffed RIDOT to manage ongoing projects and be ready when Congress acts to restore federal highway funding in either 2015 or 2016
- Maintain consultant and construction contractor industry during federal funding downturn

### **Actions to Address Risk**

- Use 2014 federal funding first to fully fund existing construction contracts payments and GARVEE debt service payments through December 2014;
- Maintain Design, Planning and Administrative activities at a curtailed level through December 2014;
- The 2014 Highway Construction Program will consist of projects funded by earmarks and projects previously authorized with prior year federal funding;
- Except for emergency/essential projects, there will be no new construction projects using 2014 federal funds. TIP projects will be deferred until funding becomes available.

## **What Happens if Congress Fails to Act By January 2015?**

- In the event Congress fails to act by January 1, 2015, RIDOT will begin to wind down the federally funded highway program. RIDOT would manage the completion of all ongoing construction work, but no new construction work would be started.
- All non-essential design, planning and administrative work would be suspended.
- As expenditures occur which can no longer be charged to federal projects, payments will be made with State matching funds that had been budgeted for state match.
- No layoffs during 2015 would be anticipated, and all construction contractor payments would be made.

# ATTACHMENT 2



# Statewide Solid Waste Plan State Planning Council Update

## January 9, 2014

**Recycling.  
Make it second nature.**

Michael OConnell, Executive Director  
Rhode Island Resource Recovery Corporation



# Key Business Trends

Category	Actual Fiscal 2007	Actual Fiscal 2008	Actual Fiscal 2009	Actual Fiscal 2010	Actual Fiscal 2011	Actual Fiscal 2012	Actual Fiscal 2013
<b><u>Statistical</u></b>							
Solid Waste Tons(millions)	1.1	1.0	0.6	0.7	0.7	0.6	0.7
Average Tip Fee/Ton:							
*Municipal	\$32	\$32	\$32	\$32	\$32	\$32	\$32
**Commercial	\$52	\$55	\$61	\$53	\$50	\$50	\$50
Remaining Landfill Life (years)	19	20	29	28	27	26	25
*\$32 ton since 1992							
**\$50 ton in 1990							

# Key Financial Trends

(All In Millions)

	Actual 2007	Actual 2008	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013
Revenues	\$69.8	\$66.9	\$45.5	\$48.8	\$51.9	\$45.9	46.0
Operating Expenses	<u>-66.5</u>	<u>-61.7</u>	<u>-49.5</u>	<u>-43.4</u>	<u>-42.8</u>	<u>-35.6</u>	<u>-40.2</u>
Operating Income	3.3	5.2	-4.0	5.4	9.1	10.3	5.8
Transfer to State of Rhode Island	-3.3	-5.0	-7.5	0.0	0.0	-3.5	0.0

# The Funding Dilemma

- The system is funded through disposal fees and sales from recovered materials.
- Landfill has high fixed costs = higher per ton costs at lower volumes.
- Diversion from landfill decreases RIRRC revenue.
- Alternatives to landfiling have much higher costs.

**RIRRC Landfill Costs Per Ton Estimates**

Solid Waste Landfilled (K Tons)	500	750	1,000
Total Cost (\$M)	\$27.6	\$ 32.0	\$ 36.5
Average Cost Per Ton	\$ 55	\$ 43	\$ 37
Landfill Life(Years)	37	25	19

# Funding Dilemma - Conclusion

Solid Waste **disposal fees will need to increase** in order to:

- Operate the landfill at lower volumes to conserve landfill life;
- Fund any new programs and technologies
- Encourage sustainable management decisions.

<u>RI Solid Waste Strategic Options</u>		
<u>OPTIONS</u>	<u>Key Objectives</u>	<u>LF Closes</u>
<b><u>A. Implement Near Term (2015 - 2020)</u></b>		
1.) Maintain Status Quo	Maintain current loading of 750k tons/yr. Seek incremental improvements in existing programs. Minimal investments in new projects. Manage facility to minimize tip fee increases.	2038
2.) Invest in New Programs and Policies to reduce waste.	Solid Waste loading reduced up to 200k tons - Improved paper and packaging recycling - Expansion of EPR - Increased commercial recycling and food waste diversion.	2045
3.) Become primarily a Municipal Disposal Facility	Commercial Solid Waste Loading reduced by 250k tons thru price increases that push volume to lower cost alternatives. Preserve landfill capacity for municipalities	2047

<b>B. Evaluate (2015 - 2020) then Implement a Long Term Solution</b>		
1.) Transport/Dispose most RI waste at out of state facilities/landfills.	Assess locations/logistics/cost and implement by 2020. Maintain minimal local disposal fo back-up.	2065++
2.) Utilize technology to process solid waste.	Assess viability of the various waste-to- energy technologies to manage RI waste by 2025. Also assess a Phase VII expansion required for ash/residue disposal. A pre-requisite should be to pursue near term option #2. Five year period for evaluation, vetting, RFI, RFP, hearings, and final decisions. Three to five years for bid, permits, financing, and construction. Facility online 2025.	2065++
3.) Pursue a "Zero" Waste Objective.	Develop policies and plans to maximize diversion from WTE and LF: <ul style="list-style-type: none"> <li>- Organics</li> <li>- Durables</li> <li>- MRF Materials</li> <li>- Special Waste</li> </ul>	2045 - 2050
4.) Explore feasibility of a major expansion of a RI landfill	Acquire property, site, permit and develop major 25+ year expansion of a RI landfill.	2065

OPTIONS		Key Objectives	RI Solid Waste Strategic Options				IMPACTS			
A. Implement Near Term (2015 - 2020)			Financial Costs		Environmental Emissions		LF Closes			
1.) Maintain Status Quo	Maintain current loading of 750k tons/yr. Seek incremental improvements in existing programs. Minimal investments in new projects. Manage facility to minimize tip fee increases.	Municipal Tip Fee:	→		Landfill:	→		2038		
		Program and Operating:	→		Transportation:	→				
		Collection/Transportation:	→		Processing:	→				
		Capital:	→			→				
2.) Invest in New Programs and Policies to reduce waste.	Solid Waste loading reduced up to 200k tons - Improved paper and packaging recycling - Expansion of EPR - Increased commercial recycling and food waste diversion.	Municipal Tip Fee:	↗		Landfill:	↗		2045		
		Program and Operating:	↗		Transportation:	→				
		Collection/Transportation:	↗		Processing:	→				
		Capital:	↗							
3.) Become primarily a Municipal Disposal Facility	Commercial Solid Waste Loading reduced by 250k tons thru price increases that push volume to lower cost alternatives. Preserve landfill capacity for municipalities	Municipal Tip Fee:	↑		Landfill:	↗		2047		
		Program and Operating:	→		Transportation:	↗				
		Collection/Transportation:	↗		Processing:	↗				
		Capital:	→							
B. Evaluate (2015 - 2020) then Implement a Long Term Solution										
1.) Transport/Dispose most RI waste at out of state facilities/landfills.	Assess locations/logistics/cost and implement by 2020. Maintain minimal local disposal for back-up.	Municipal Tip Fee:	↗		Landfill:	↓		2065++		
		Program and Operating:	→		Transportation:	↗				
		Collection/Transportation:	↑		Processing:	↗				
		Capital:	↗							
2.) Utilize technology to process solid waste.	Assess viability of the various waste-to- energy technologies to manage RI waste by 2025. Also assess a Phase VII expansion required for ash/residue disposal. A pre-requisite should be to pursue near term option #2. Five year period for evaluation, vetting, RFI, RFP, hearings, and final decisions. Three to five years for bid, permits, financing, and construction. Facility online 2025.	Municipal Tip Fee:	↑		Landfill:	↓		2065++		
		Program and Operating:	↗		Transportation:	↗				
		Collection/Transportation:	→		Processing:	↑				
		Capital:	↑							
3.) Pursue a "Zero" Waste Objective.	Develop policies and plans to maximize diversion from WTE and LF: - Organics - Durables - MRF Materials - Special Waste	Municipal Tip Fee:	↑		Landfill:	↓		2045 - 2050		
		Program and Operating:	↑		Transportation:	↑				
		Collection/Transportation:	↑		Processing:	↓				
		Capital:	↑							
4.) Explore feasibility of a major expansion of a RI landfill	Acquire property, site, permit and develop major 25+ year expansion of a RI landfill.	Municipal Tip Fee:	↗		Landfill:	↑		2065		
		Program and Operating:	→		Transportation:	↗				
		Collection/Transportation:	→		Processing:	↗				
		Capital:	↑							